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To the Supervisors of the Department



From the Director of Personnel..



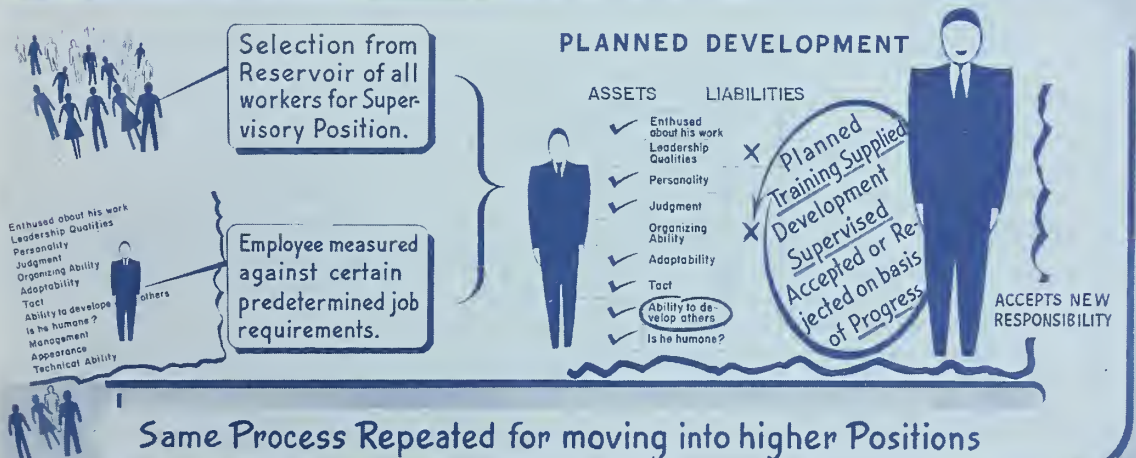
* CAREER DEVELOPMENT *

The following plan is designed to challenge every individual in the Department of Agriculture:

- To improve his or her knowledge and capacity to give effective Public Service
- To help fellow employees improve their knowledge and capacity
- To share the responsibility for preserving the heritage and enhancing the traditions which inevitably pass from one to another as time marches on.

Career Development Guide in U.S. D.A.

A Staffing Plan for Key Positions — All Levels



"A Thinking Supervisor is a Better Supervisor"

GUIDE No. 19

*See also Guide Number 19 in "Guide Posts for Supervisors"



CAREER DEVELOPMENT IN THE DEPARTMENT OF AGRICULTURE

This guide describes the following elements of the broad Career Development Plan for the Department of Agriculture:

- **COMMITTEES** - to operate the program and evaluate candidates
- **COORDINATORS** - to carry out the Committees' wishes
- **COMPUTATIONS** - to assure that data on talent and potential (key facts) is collected, organized and summarized as a basis for decision, plans and actions
- **CONTRIBUTORS** - every employee as well as every line and staff officer is responsible for career development action
- **CANDIDATES** - objective selections and development of well qualified candidates is essential to provide for effective placements
- **CHALLENGES** - to create the desire for self-improvement
- **COMPETITION** - to assure the best qualified person available is selected on a factual, systematic and objective basis
- **CHARTS** - to picture the present and future staffing plan
- **CHANNELS** - ways of stretching the potential capacity of candidates
- **CONCLUSIONS** - evaluations through use of multiple judgments are needed as a basis for decisions and action
- **CAPITALIZATION** - the total value of the Department's Manpower resources
- **CHECKS** - to systematically review, inspect and evaluate the program
- **CAPITAL GAINS** - effective use of this plan will produce more self-made men and women with less waste motion

CAREER DEVELOPMENT IN THE DEPARTMENT OF AGRICULTURE

This plan is designed to promote effective and economical service--to help employees get ready for more responsible jobs and to give the best possible service on the job in terms of mutually understood standards of performance and accomplishments.

The Career Development Guide depicted on the front page of this flyer and a plan for systematically identifying and developing potential candidates for advancement was presented to Department Agencies in 1950. In 1951 the plan was incorporated as Guide Number 19 in the supervisors loose-leaf manual--"Guide Posts for Supervisors." Since then we have reviewed many plans developed by other government agencies and by private industry.

The Department's Guide stands the test of comparison. It contains the basic elements essential to a successful program. In this Flyer additional suggestions are made for effective implementation of the plan.

Interest in career development has grown by leaps and bounds in the past few years. Everyone seems to agree that there is need for this intense interest. Therefore, we need to review our plans consciously and deliberately to see that they are adequately and effectively implemented. We need to conduct a program that is sound--one that incorporates all of the techniques that will contribute most to its success.

Active top management participation is necessary to assure successful administration of the program. This program is designed for Line Officers, to be operated by Line Officers. The responsibility for its successful operation rests squarely on Line Officers.

COMMITTEES

Career Evaluation Committees should operate at all levels of administration with general guidance from an Agency Career Development Committee. The Agency Career Development Committee should formulate and define the agency career development program, establish the necessary controls, review the program periodically, provide advice and assistance as needed and generally coordinate the agency program. Members should be top line officers.

Each Career Evaluation Committee should:

1. Implement the general policy and plan the local program in their own area of operation.
2. Recommend or decide who shall be included in the program.
3. Recommend or specify the methods and procedures for carrying out their program.
4. Review inventories, multiple judgment appraisals, replacement plans and, when practical, individual personal development plans.

COORDINATORS

Each committee needs a person who is held responsible for carrying out the committees' wishes. This person should:

1. Give the committee advice on techniques and methods.
2. Assist the committee in:
 - (a) preparing inventories
 - (b) charting replacement plans
 - (c) securing and perfecting personal development plans
 - (d) securing and analyzing multiple judgment appraisals
3. Coordinate the program.
4. Maintain committee records (administratively confidential).

The committee-coordinator combination is designed to provide top management with up to date information on the progress of the program so effective control can be maintained at all times.

COMPUTATIONS

The success of any Career Development Plan depends primarily on having a systematic method for collecting, organizing and summarizing needed information. This information is then used as the factual basis for decisions, plans and action. While personal development is largely up to the individual, the "program" must afford individuals the opportunity to demonstrate initiative and to stretch their own capabilities within the limits of their own physical or emotional limitations. This plan is designed to locate the best candidates and help them get ready for more responsible jobs by affording them the opportunity to:

1. Learn and understand the management structure, policies and objectives of their agency and the Department.
2. Participate in a "program" that will identify the better candidates who are willing and able to accept responsibility and make decisions.
3. Be objectively appraised and evaluated on a competitive basis.
4. Expand their knowledge and capabilities in an approved environment with a chance to think and act for themselves during exposure to new and stimulating experiences.

We believe the dividends from this program, for the agency and the Department, can be computed in terms of exact information on what we have in the way of talent and potential. We believe effective operation of the program will provide, in a large measure, trained personnel to meet future needs.

CONTRIBUTORS

The contributors include all line and staff officers occupying supervisory positions and those in training for supervisory positions from "first line" to "tops" in every organizational segment of the Department.

Every employee regardless of his or her position in the Department is a contributor. To some extent the contribution is defined by specific assignments to give or receive training. Each employee has a personal responsibility--to develop "himself"--by participation in training programs, by home study, by taking special course work on "his" own initiative and by keeping informed on pertinent developments in his or her particular field of work.

CANDIDATES

The plan presented in 1950 contains the basic elements which have been recognized as essential for objective selection and development of well qualified candidates.

1. Committees to give guidance.
2. Inventories of resources.
3. Guides for planned staffing of key positions.
4. Guides for preparation of personal development plans.
5. Guides for systematic evaluation of individual performance and potential, through use of multiple judgments.

Proper combination and balance of these elements is essential to a complete program.

1. The Career Evaluation Committees are needed to give general guidance to the program.
2. The Inventories are necessary as a basis for decisions, plans and action.
3. The Guides for Staffing are necessary to show present and potential staffing.
4. The Personal Development Plans are necessary to determine individual needs and to make the program more than a simple selection device.
5. The appraisals through Multiple Judgments are necessary to determine progress and to assure objective selections.

CHALLENGES

Individuals are challenged to improve themselves and to compete with other individuals when they fully understand and are assured that most higher grade positions will be filled by promotion from within. We want to develop the best possible candidates for every vacancy and select them fairly and objectively. Those selected as potential key job replacements must have a strong desire for self-development and be willing to go through the rigorous process of readying themselves to accept full responsibility when the opportunity occurs.

We expect the individual, with the assistance management can give, to determine his own weaknesses and take action to strengthen them. We expect the individual to continue the process of education through selective reading and selective association both on and off the job with people having similar interests and objectives. We expect the supervising coach (line officer) and the person being coached to plan regular discussions of the progress being made and the steps ahead. We expect mutual benefits from the process--when the coach has trained his replacement he is ready, in turn, to be considered for a more responsible position.

COMPETITION

All employees are entitled to help if they are really interested in their self-development. Different degrees of development planning are justified on the basis of practical considerations such as:

1. Those whose job performance can be improved through training.
2. Those whose names appear currently on the Potential Staffing Chart.
3. Those potentials who are worthy of receiving general development training leading to future promotion opportunities.
4. Those who need to be kept abreast of changes and actively producing for the balance of their working career.

To the extent practical, "Personal Development Plans" should be used to chart the individual's development program. The individual and his immediate supervisor should participate in charting the plan. The coordinator should also participate by contributing the needs reflected by the multiple judgments and suggestions on meeting the needs.

The supervisor is expected to provide the stimulus which will encourage the individual to accept responsibility for his own self-development. In full cooperation with management, the supervisor should also provide the atmosphere, the opportunities, the encouragement, the assistance, the coaching and the physical or material means of facilitating self-development.

One of the principles inherent in this plan is competition organized on a factual, systematic and objective basis. It is designed to meet the Department's stated policy--"In filling vacant positions the best qualified person available will be chosen, regardless of race, sex, color, creed, political affiliation, personal sponsorship, or other extraneous considerations....A sincere and planned effort will be made to place each employee in the work to which he is best suited and in which he will contribute most." (8AR Chapter 1).

CHARTS

The Guide for planned staffing is a chart picture of the key positions within the committee's jurisdiction. It shows the names of present incumbents and under each one the *current* choice for replacements. Through symbols the status of their development can be identified and planned action for further development can be charted. When multiple judgments are reviewed by the committee, the charts should be revised and brought up to date by the coordinator after management decides what to do with the available talent.

CHANNELS

After the picture is charted and the personal development plans completed, the necessary developmental channeling starts. This is the operational phase. Line Officers, carefully selected for their ability to develop others, can be used to best advantage for this purpose. They are one of the best tools management has for developing potentials and evaluating them objectively. Rotational assignments, special details, trial on selected segments of certain jobs, service in "acting" capacities, specific reading assignments, attendance at work planning conferences, etc., are all part of the channeling process to stretch the personal capacity of potential promotables and better fit them for greater responsibility. Every supervisor should also channel his work assignments to develop those he supervises and to develop at least one understudy for his own job so he, in turn, won't leave a gap when his own opportunity for promotion comes along. He should be kept under pressure to have his own replacement ready to step in should emergency action require his absence from the job. Such understudies should be a matter of current record with the Career Development Coordinator and Committee.

CONCLUSIONS

The use of multiple judgments to evaluate individuals and determine how well they meet established standards does two very important things basic to the Career Development Program:

1. Provides key facts that are needed to plan the personal development of individuals, and to use as the basis for decisions and action.
2. Provides information for the inventory of manpower resources and talent upon which the potential staffing picture can be based.

Multiple Judgments should stem from individually and independently prepared evaluations made by selected persons who have knowledge about the individuals that will contribute to their overall profiles. Certain standard multiple judgment factors are suggested in order to provide evaluations on such pre-determined factors as can be compared. The coordinator and the committee can reconcile judgment evaluations and arrive at fair and objective decisions for--the use of management--the strengthening of the individual's weaknesses--the development of replacements. The systematic, coordinate approach of using independent evaluations, group evaluations, and management reviews is designed to assure fairness to the individuals, the organization and the Department. The information collected should be considered administratively confidential to protect the appraised and the appraisers.

CAPITALIZATION

The total value of the Department's manpower resources can be measured in terms of trained personnel and termed Manpower Capitalization. We are concerned with how our investment, as individuals and as members of the Department as a whole, is being utilized, conserved and improved. Each individual is a person to be treated first with human dignity and second as an investment account. We want the individual, in the process of self-development, to recognize his assets and liabilities in relation to his current job and future possibilities. The liabilities represent the areas where development is needed. To the extent practical, necessary, and within legal limits, management can provide group training, rotational assignments, education, observational tours, attendance at meetings, committee assignments, details, counseling and coaching. These methods all contribute to increasing the value of our manpower resources by broadening the experience, viewpoints, attitudes and knowledge of the individuals who constitute our Manpower Capitalization.

CHECKS

Periodic reviews by the Career Development Committees and by Line Officers are needed to keep the program alive and current. At least once a year and preferably more often an overall look must be given to all phases of the program to see that multiple judgments are being secured, inventories brought up to date, replacement plans kept current and personal development plans are in a satisfactory stage of progress. This program must be kept flexible and active if it is to be successful. All agenda for program reviews or inspections should include this important phase of the total management program (Career Development).

CAPITAL GAINS

We believe that effective use of this plan will result in a better understanding by every individual of exactly what he must do to develop himself.

We believe that effective use of this plan will channel the constructive energy of line and staff officers and all the individuals concerned in an efficient, imaginative and economical way.

We believe that effective use of this plan will produce more "self-made" men and women with less waste motion.

"The wise know too well their weakness,
to assume infallibility:
And he who knows most, knows best
how little he knows."

Prepared by--Henry F. Shepherd, Div. EP&D, Office of Personnel, USDA, Washington, D. C.

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